THE CORPORATION OF THE CITY OF LONDON

ANNUAL REPORT 1988

89-05903/

1988 STATISTICS LONDON, ONTARIO, CANADA

LOCATION:

Midway between Toronto, Ontario and Detroit, Michigan; approximately 190 kilometres from each.

AREA:

181.4 square kilometres

PARKLAND:

1172 hectares

POPULATION:

290,000

NUMBER OF HOUSEHOLDS:

120,501

LABOUR FORCE:
(Metropolitan Area)

168,000

UNEMPLOYMENT RATES:
(Metropolitan Area)

London 4.4
Ontario 5.0
Canada 7.8

TABLE OF CONTENTS

London City Council	*2*
Message from the Mayor	*3*
Senior Management Team	*4*
Message from the City Administrator	*5*
Highlights	*6*
City Administrator's Department	*8*
Planning and Development Department	*13*
Social Services Department	*16*
City Engineer's Department	*19*
City Clerk's Department	*23*
Legal Department	*23*
Finance Department	*24*
Financial Highlights	*27*

THE
CORPORATION OF
THE CITY OF LONDON

LONDON CITY COUNCIL 1988-91

STANDING - BACK ROW

Ald. P. W. O'Brien *(Ward 3)*, Ald. E. L. Wernham *(Ward 7)*, Ald. P. E. O. Yorke *(Ward 6)*, Ald. G. T. Hopcroft *(Ward 5)*, Mayor T. C. Gosnell, Ald. G. E. Williams *(Ward 5)*, Ald. C. V. Minor *(Ward 6)*, Ald. J. H. Irvine *(Ward 1)*

STANDING - FRONT ROW

Ald. J. V. Avola *(Ward 1)*, Con. A. D. Cartier, Ald. D. L. Erskine *(Ward 4)*, Ald. B. R. MacDonald *(Ward 3)*, Ald. F. H. Flitton *(Ward 2)*

SEATED

Ald. W. J. Polhill *(Ward 4)*, Con. J. E. McEwen, Con. J. O. Burghardt, Con. O. Zamprogna, Ald. M. E. Joyce *(Ward 7)*, Ald. J. B. Swan *(Ward 2)*

MESSAGE FROM THE MAYOR

On behalf of London City Council, I am pleased to present this Annual Report which reflects the achievements of this Municipality in 1988.

The rapid economic growth and expansion we have experienced over the past four years is a true reflection of the talent and drive of the citizens of our City and the confidence we all share in the future.

All too often we tend to forget that it is people who create, invest and build the many commercial, medical, and residential components in a diverse city like London. At the same time, we cannot forget the dramatic impact of the thousands of volunteers who give of their time and talents to so many organizations. These individuals work tirelessly, and in most cases without recognition, to support the elderly and care for families in need.

The University of Western Ontario, Fanshawe College, and the many world class medical and industrial institutions that call London home are a success because of the people they attract. That wealth of talent and experience, backed by a strong work ethic, make this a dynamic atmosphere as we meet the challenges of the decades ahead.

As well, this Annual Report reflects the City of London's strong fiscal position and demonstrates the future plans and strategies that will continue to make this community an example of responsible management of public funds.

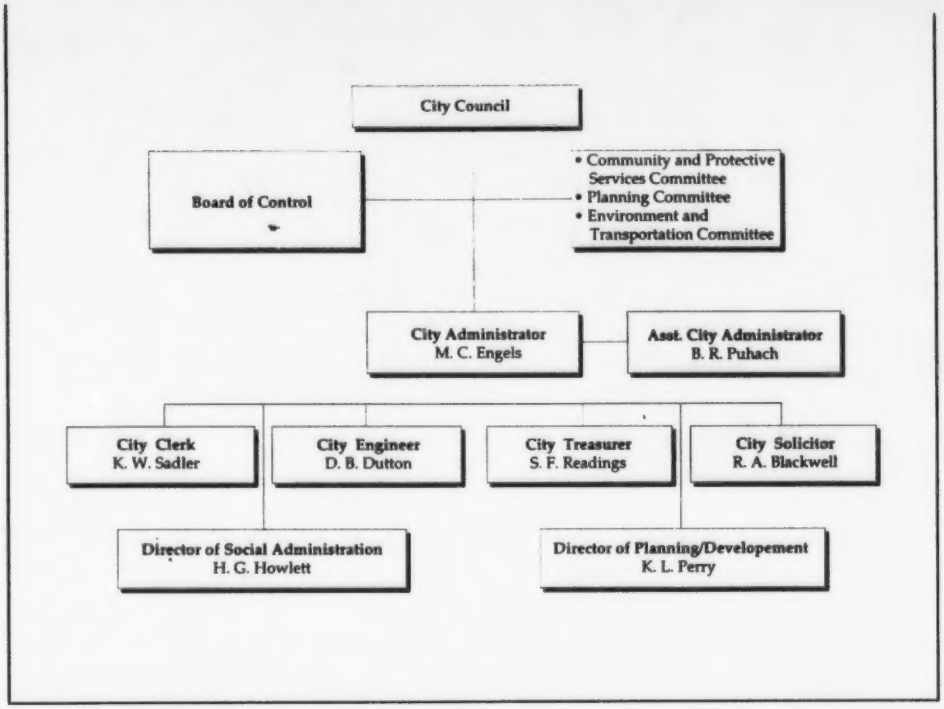
T. Gosnell, Mayor

THE
CORPORATION OF
THE CITY OF LONDON

SENIOR MANAGEMENT TEAM

FROM LEFT TO RIGHT

H. G. Howlett
B. R. Puhach
S. F. Readings
M. C. Engels
K. W. Sadler
K. L. Perry
D. B. Dutton
R. A. Blackwell



MESSAGE FROM THE CITY ADMINISTRATOR

London continues to develop into one of Canada's finest urban centres offering an ideal lifestyle to both residents and businesses. For business and industry, the opportunities and advantages of a location in London are rewarding and prosperous. For residents and visitors, the City offers a wide variety of services, activities and amenities that are second to none.

As the City Administrator, I am pleased to present the 1988 Annual Report which reflects the achievements and the future direction of the Corporation of the City of London. Each year it is our goal to be responsive to the increased demand for civic services, which is accomplished through the careful management of the City's resources with the support of the many dedicated municipal staff. The past few years of tremendous growth and activity have been particularly challenging. Through sensible planning, improved efficiency and advanced technology, the City of London staff have continued to successfully implement and administer various programs and services.

The Annual Report will provide an overview of our many and varied activities during 1988. On behalf of the management and staff, I am proud to share this with you.

M. C. Engels, City Administrator

THE
CORPORATION OF
THE CITY OF LONDON

HIGHLIGHTS

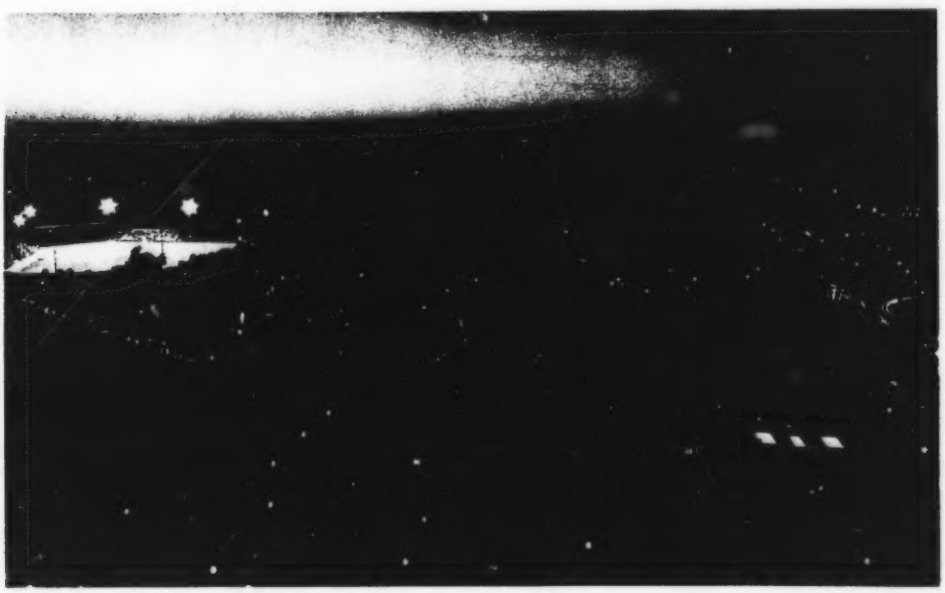
The City of London's Annual Report is produced primarily to relate to the reader our Corporation's financial position as well as our functions and involvement in the community during the past year. As a municipal corporation, it is our duty and responsibility to keep the citizens of London abreast of the City's activities as they impact on the community.

Within the overall scope of the community, we highlight, in the Report, our ongoing commitment to responsive and responsible government. We present our achievements, our continuing growth and our plans for the future.

London, with a population of 290,000, is a dynamic city, and a major Canadian urban centre. The unprecedented flourish of activities in our City has resulted in the need for additional space and new facilities, while at the same time, the quality of life has continued to improve. We have low unemployment, a low crime rate and extensive recreational facilities. London boasts an expansive and growing park system with over 2,500 acres of parkland and miles of bike paths which are enjoyed by both residents and visitors.

London's reputation as a major centre for medical services, study and research was further enhanced as a result of the construction of the Regional Cancer Clinic, the new Thames Valley Children's Centre and a new wing at the Parkwood Hospital. St. Mary's Hospital announced a $50 million redevelopment of its facilities as well.

London continued to attract people who attend our widely recognized University of Western Ontario. As well, Fanshawe College grew in prominence as a respected community college providing high quality educational and research programs.



The Corporation, furthermore, is the primary source of funding to a number of essential and widely recognized services in our community: the Library Board, London Transit Commission, Police Commission and Parks and Recreation administered by the Public Utilities Commission.

The past year can perhaps be characterized as a year of development and growth. Residential building activity was at an all time high and was closely followed by the commercial and industrial sectors.

New retail and office projects set the stage for an exciting and vibrant downtown London. Galleria London, the $150 million, 200 store shopping centre was under construction in 1988. Richmond Court and the Talbot Centre were new additions to the ever-changing City skyline. Plans for a Convention Centre and a new Performing Arts Centre, to be built in the core, were also introduced.

White Oaks Mall and the Westmount Shopping Centre underwent extensive renovations and additions. Ault Foods, Cuddy Food Products, Form-Rite Tube and numerous other London firms expanded their operations. The construction of a new head office for 3M-Canada was announced.

Residential building activity continued to break records with the expansion of subdivisions and the creation of single-family, condominium and apartment projects.

All this growth led to an important decision in 1988 for the City of London. In order to accommodate the increased need for essential services, to attract new business and industry to London and to still maintain parklands and greenspace for people, proposals for boundary adjustments were formally initiated this year.

London's prosperity and stability is well recognized throughout the country. The Corporation of the City of London continued to ensure that the City's finances, developments and services are properly managed. The City has, once again, maintained its Aaa credit rating.

This Annual Report attempts to capture the spirit of the City, its people and its place as the economic and cultural centre of the region. The shareholders of this Corporation are the people of London. We hope to demonstrate our commitment and the role we play in serving this community. The Annual Report also represents our effort to join the people of London in celebrating the City and all that it has to offer.

CITY ADMINISTRATOR'S DEPARTMENT

MANAGING THE CITY'S RESOURCES

The City Administrator's Department administers all phases of public policy from development and evaluation through execution. The City Administrator for the Corporation of the City of London is M.C. Engels. As the City's chief appointed officer, Mr. Engels oversees the activities of all City departments. He is responsible for the overall management of the business affairs of the Corporation. He also directs the centralized corporate support services of:

- Economic Development Office
- Fire Department
- Management Information Services
- Personnel
- Internal Audit
- Emergency Planning
- Corporate Planning

ECONOMIC DEVELOPMENT OFFICE

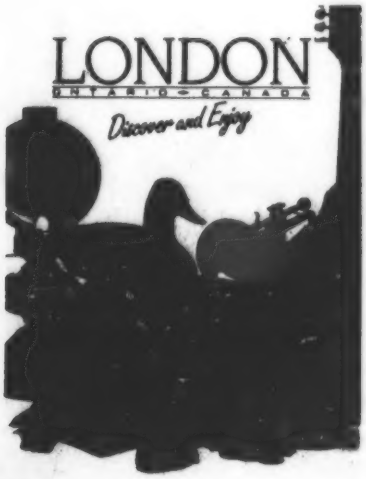
A STRATEGICALLY PLANNED APPROACH TO ECONOMIC GROWTH

The role of the Economic Development Office is to actively encourage and promote the attraction and expansion of new industrial, institutional, cultural, tourism and commercial development to the City. The office's representatives work closely with a wide variety of individuals, organizations and government agencies to pursue the economic growth and the continued prosperity of London and the surrounding regions.

TOURISM AND CONVENTION

"Visitors to our City contributed $250 million to our local economy."

The Visitors and Convention Bureau, a division of the Economic Development Office, continued to successfully draw tourists and visitors to London. In 1988, over 104,000 individuals attended various conferences and conventions in London. The tourist inquiries exceeded 54,000 during the year.



Tourist Information Centre under construction.

An aggressive marketing program to attract conventions and motor coach business continues to successfully bring visitors to London. In addition, an extensive advertising program lures visitors from across Canada and the United States.

TOURIST INFORMATION CENTRE

Construction of the 3,800 square foot Tourist Information Centre commenced in September 1988. The Centre, located on Wellington Road, will serve over 25,000 visitors annually. Visitors who make their way into London from the 401 will be warmly welcomed at the Centre which has been designed for comfort and hospitality. The facility houses an information centre, presentation theatre and washroom facilities.

CONVENTION CENTRE

The City of London received funding for a new $30 million convention centre to be constructed along with a 300 room hotel and office development. Facilities will include meeting rooms, exhibition space and a banquet hall, and will feature state-of-the-art communication and audio-visual equipment. The construction and ongoing operation of the Convention Centre will create over 2,300 new jobs for London residents. After the Centre is in full operation, visiting delegates are expected to pump more than $70 million annually into the City's economy.

OUTREACH PROGRAM

In 1988, the Economic Development Office introduced an outreach program to promote business and industry opportunities in London, and to attract new investment. The implementation of Free Trade offers great potential in the northeast and midwest states of the U.S. The Economic Development Office established major contacts with these target markets.

INDUSTRIAL DEVELOPMENTS

By the year end, over 176 acres of serviced municipal and private industrial land had been sold. Notably, 3M-Canada purchased a large parcel for the construction of their new Canadian head office and research facility. With a continued strong demand for industrial land, a new municipal industrial park development was proposed for 1989.

The new CAMI plant, a joint venture between GM and Suzuki, located within a half hour's drive from London, was also of economic benefit to London.

Artist's rendering of
the planned convention centre.

SMALL BUSINESS CENTRE

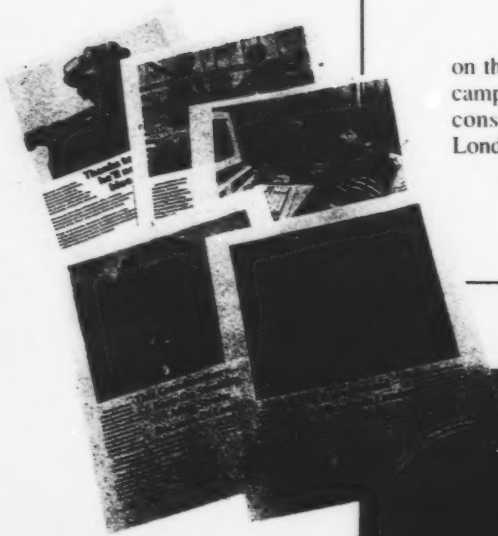
Now in its third year, the London Community Small Business Centre continues to successfully provide advice and support to local entrepreneurs. London's Centre is considered a model for similar initiatives across Canada and abroad. During 1988, an average of 20 companies and 100 employees operated out of the Centre. They collectively produced sales of over $4 million. Three companies that were started at the Centre were successful enough to leave and establish their own locations within London during 1988.

MED TECH INTERNATIONAL

This 1988 international trade show attracted many delegates, including inventors, researchers, entrepreneurs, venture capitalists and funding agencies for the purpose of promoting the commercialization of innovative medical technology. Over 1,300 delegates attended the show and representatives manned over 60 booths. The very successful two day event, considered to be the first of its kind in Canada, included demonstrations, speakers, workshops and numerous other activities.

PROMOTING OUR MEDICAL FACILITIES

In cooperation with local hospitals, a promotional campaign, based on the outstanding medical facilities in London, was initiated in 1988. The campaign included a series of ads in Time Magazine. The program was considered particularly successful in creating increased awareness of London's first class medical community.



London's University Hospital at dusk.

"London is recognized worldwide as the home of some of the finest hospitals and as a leader in medical research and technology."

FIRE DEPARTMENT

WHERE THERE'S SMOKE, THERE'S FIRE!

Fire is one of those unavoidable aspects of City life. London's ten fire stations, manned by a force of over 300, with excellent, state-of-the-art equipment, is capable of handling London's emergencies.

During 1988, the Fire Department responded to a total of 3,937 alarms. The average response time was excellent: 3.53 minutes! The intense building boom has kept the Fire Department busy as well. Fire prevention personnel inspected 10,443 buildings and approved 1,021 sets of building plans.

YOU DON'T HAVE TO PUT OUT FIRES THAT DON'T START

The Department has increased its focus on fire prevention in 1988. In order to expand its awareness program, the Department has created a new position of Public Information Coordinator. The duties of the coordinator will include developing and implementing educational programs in fire safety through presentations to Boards of Education, community groups, business and industry.

The Fire Department's Public Information Coordinator gives some tips on fire prevention to public school students.

MANAGEMENT INFORMATION SERVICES DIVISION

A SYSTEMATIC APPROACH TO INFORMATION SYSTEMS

The Corporation's central computing facilities are maintained by the Management Information Services Division. In addition, M.I.S. staff support over 425 items of user equipment at City Hall and 10 off-site locations.

A new facility, dedicated to providing training to computer users, was completed in the Fall of 1988.

Unique to the City of London is a cooperative venture between the Municipality and the London Police Force. By sharing the system, the Corporation is able to utilize computer resources in a most effective manner.

Civic operations continue to benefit from the automation of repetitive tasks. There are over 51 systems currently in use. These systems require in excess of 2,150 computer programs to support them. M.I.S. also provides assistance to over 145 end-user applications and more than 60 personal computers.

PERSONNEL DIVISION

STAFF IS GROWING AND REFINING

The City of London presently employs approximately 2,000 employees, exclusive of Police. The continuing high level of economic growth in the City dictates the necessity to seek and engage qualified personnel at levels unprecedented in recent times.

The City of London workforce grew by 2.25% during 1988 to meet the development-driven demand for civic services.

The Personnel Division also handles staff recruitment, salary and benefits, administration, occupational health and safety measures, and labour relations matters for the Corporation. They continued to focus on in-house training and development programming for City employees.

During 1988 the Human Resources Division established the position of Rehabilitation and Claims Administration Coordinator, assisted by a part-time Personnel Clerk. The Coordinator is concerned primarily in facilitating rehabilitative work assignments for ill or injured employees. Also, the Coordinator manages all claims related to the Workers' Compensation Board and other income replacement plans.

"The Personnel Division continues to provide valuable in-house training and development programming for City employees."

PLANNING AND DEVELOPMENT DEPARTMENT

The Planning and Development Department administers programs to enhance, preserve and improve the quality of London's urban environment. The Director of Planning and Development, K.L. Perry, co-ordinates the department's responsibilities in the following three divisions:

- Planning
- Building Control
- Housing

PLANNING DIVISION

BOUNDARY ADJUSTMENTS

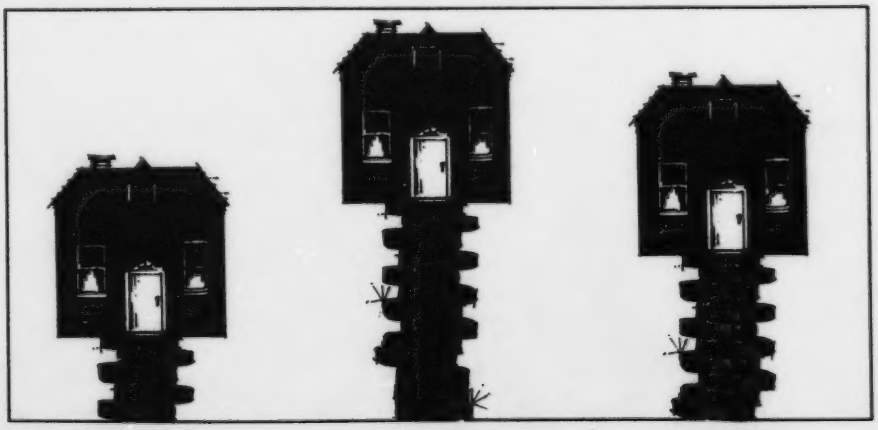
The population and housing boom has continued at an unprecedented rate and the City of London has to grow with it. The growth of London is unquestionably essential to the prosperity of the entire area. During 1988, the City of London announced its position on the boundary adjustments necessary to facilitate growth. The City requires adequate industrial land to attract industry and thus create jobs.

Over the next thirty years, London will have to accommodate another 62,000 households. Suitable land is required to provide for future housing.

The proposed boundary adjustments to the north, west and south of London are necessary to the continued growth, prosperity, economic development and lifestyle currently enjoyed by the residents of London.

"Downtown development continues at a high level."

AVERAGE SELLING PRICE OF HOMES: 1988

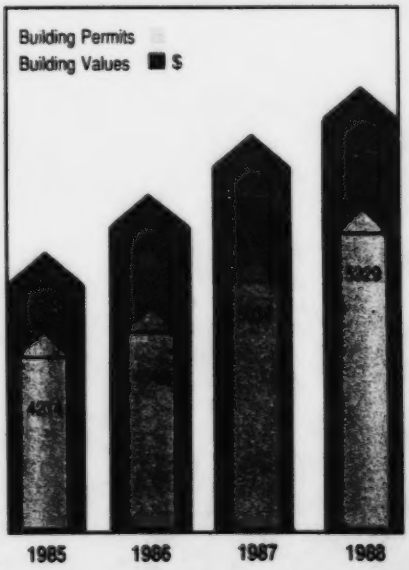


London $112,674
(London & St. Thomas Real Estate Board)

Ontario $161,307
(Canadian Real Estate Association)

Canada $131,505
(Canadian Real Estate Association)

BUILDING PERMITS AND VALUES (000'S)



THE CORPORATION OF THE CITY OF LONDON

DEVELOPMENT CONTINUES AT A HIGH LEVEL

Reflecting a prosperous economy, the demand for housing and business investment in real estate kept the Planning and Development Department busy in 1988. There were 170 applications for development that required the redesignation and rezoning of lands. In addition, 16 applications for new subdivisions were received that, upon development, would translate into 168 acres of industrial land, and 4,010 dwelling units.

THE OFFICIAL PLAN

The development of the new Official Plan for the City of London continued during 1988. It is anticipated that the Plan will be adopted by City Council sometime in 1989.

Recommendations and concerns regarding policy directions, raised in 1987, were attended to in 1988. Representatives from the building and development industry, community and provincial agencies and ministries, neighbourhood associations and members of the legal profession provided welcome input into the first draft of the Plan. Refinements to a proposed new zoning by-law continued during 1988. A series of public meetings were held throughout the City by private consultants. City Council is anticipated to adopt the new zoning by-law in late 1989.

WIND TUNNEL

One of the more interesting environmental projects of the Planning Division is the Wind Study conducted by the Boundary Layer Wind Tunnel Laboratory of the University of Western Ontario. A section of the Downtown, used heavily by pedestrians, is being studied to determine criteria for evaluating wind comfort levels and impacts. The safety and comfort of people on the move is only one of the concerns of the Planning Division.

"A section of the Downtown, used heavily by pedestrians, is being studied at Western to determine criteria for evaluating wind comfort levels and impacts."

BUILDING CONTROL DIVISION

BUILDING BOOM STILL GOING STRONG

During 1988, building records continued to be broken. There were 5,329 building permits issued that represent a total construction value of $534 million. There were 1,486 new single family houses constructed in the City. Coupled with the many other forms of housing (ie. highrise apartments, condos, townhomes, etc.) the total residential construction value topped out at $294 million. User fees generated by the extensive construction activity and the services of the Building Controls Division totalled almost $4.5 million. Building permit fees accounted for 90% of this total.

Commercial construction activity exceeded $171 million, led by Campeau's Galleria London project and Sifton's expansion of the new Westmount Shopping Centre. Downtown, the $80 million Talbot Centre office and retail complex commenced construction. The popularity of smaller, neighbourhood plazas added much to the construction values.

Industrial construction increased by a substantial 110% in 1988 to $40 million.

"Keeping pace with the building boom - City building inspectors look over plans in a new subdivision."

HOUSING DIVISION

CONSERVATION OF HERITAGE SITES

London is proud of its many 19th century core buildings. Heritage conservation was enhanced during 1988 with the Local Architectural Conservation Advisory Committee being very active in the development of an inventory of historically and architecturally significant buildings in the City. Nine heritage properties received grants totalling $16,426.

The Housing Division continued to respond to the desire for community improvement. Improvement projects totalling $2,050,000 were made possible through the City's participation in the Ontario P.R.I.D.E. programs. The Program for Renewal Improvement, Development and Economic Revitalization saw numerous residential and commercial improvements completed in 1988. The program is designed to stimulate private re-investment and the costs are shared 50/50 with the province.

The downtown business area was also enhanced and improved with another nine properties receiving a total of $56,453 for façade improvements under the Façade Improvement Loan Program.

"London is proud of its rich architectural history."

SOCIAL SERVICES DEPARTMENT

A SUPPORT NETWORK FOR THE COMMUNITY

The Social Services Department, under the direction of H.G. Howlett, Director of Social Administration, provides financial assistance and support service to citizens in need. Community programs are provided through the following divisions:

- Dearness Home
- Financial Services
- Social Services

The goal of the Social Services Department's programs is to provide effective and efficient service delivery and to promote self-sufficiency for clients.

SOCIAL SERVICES DIVISION

CARING FOR KIDS

During 1988, 33 more spaces were made available to the City's subsidized day care program. A total of 640 spaces were provided during the year and over 700 children were served. The City entered into agreements with six new centres during 1988 to make spaces more accessible to the public.

"The City entered into agreements with six new centres during 1988 to make spaces more accessible to the public."

A HOME IN TOUGH TIMES

The Social Services Department, through a number of community agencies, provided emergency shelter to an average of 343 families and individuals each month who were homeless. In 1988, the City entered into an agreement with the Salvation Army Youth Hostel to provide temporary accommodation to homeless youth in the community. An agreement was also formalized with Mission Services for their residents requiring a Rest Home level of care.

GENERAL WELFARE ASSISTANCE

The average G.W.A. caseload, which doubled in 1983, had shown slight increases to 1985, and has since levelled off. In 1988, there was a significant drop in caseload reflecting both an improved economy and a focus on the employment for individuals on the G.W.A. caseload.

G.W.A. -- EMPLOYMENT FOCUS

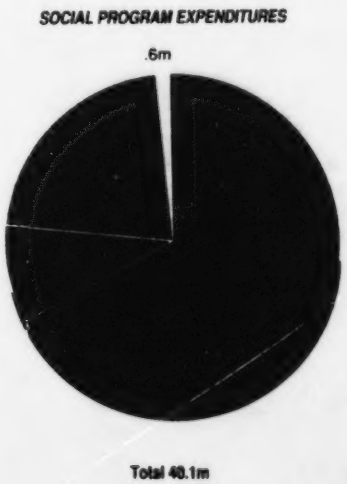
In 1988, the City of London expanded its investment in employment programs, both through community agencies who assist clients in becoming job-ready, and by initiating a municipally-operated Job Developer Program, designed to place job-ready G.W.A. clients. Although the Job Developers were only functional for two months of the year, it is estimated that they have saved the City 240 case months by assisting people to obtain employment.

ASSIGNMENTS AND OVERPAYMENTS

Ongoing refinement to the system used to retrieve overpayments and assignments of General Welfare Assistance was initiated in 1986. Since that time collections have increased significantly and in 1988 rose to over $629,000 an increase of 79% over 1987.

DEARNESS HOME DIVISION

The Dearness Home is preparing to celebrate a 35 year tradition of long term care in the community. The Home provides many levels of care to its residents. Located in a park-like setting, the facility offers the seniors all the comforts of home and the convenience of a self-contained community including: residential and extended care programs; professional medical, nursing and dental services; physiotherapy programs; a wide range of recreational activity and entertainment programs in the Home and in the community; on-site amenities such as a bank, beauty salon, library, chapel, tea room, pub and whirlpool; housekeeping services; laundry and dry-cleaning services; tasty, nutritious meals and special diets.



THE NEIGHBOURHOOD CONCEPT

Just as the City of London is comprised of many neighbourhoods, each with their own characteristics, the Dearness Home, with a population of 375 residents, is made up of many smaller communities of approximately 50 residents each. Each community is based on the personalities of the residents and the level of care required. During 1988, Dearness began a program designed to nurture and encourage the unique features of individual units.

Each area is managed by a Registered Nurse who, as Unit Manager, can customize all staff services to the needs of the residents in the area. This adds to the personal touch.

SUPPORT SERVICES FOR SENIORS

To support seniors in the community and their families, the Dearness Home operates a number of programs designed to encourage wellness and enable seniors to remain within the community until they require long term care residency.

THE DAY PROGRAM

This program was initiated in September 1987, and designed for mobile persons 60 years or older, living within the London community. Participants enjoy a wide range of the Home's services in an integrated program.

TEMPORARY CARE

Seniors who qualify for the temporary care program can become residents of the Dearness Home community for a period up to 30 days. The program has sometimes been referred to as "vacation care" as it affords families the opportunity to pre-plan a holiday and be comfortable with the knowledge that their relative, who is generally under care in their home, will receive excellent care in our Home while they are away. The program also services seniors suffering from a disabling condition or recuperating from a hospital visit.

MEALS ON WHEELS

In cooperation with London Meals on Wheels, Dearness Home prepares approximately 25 meals a day Monday to Friday, for delivery to seniors in the community. Our Dietary Staff enjoy a good relationship with the volunteers who give their time to deliver the meals.

RENOVATIONS 1988-1989 -- ALZHEIMER'S CARE

St. Katherines Unit – The March 1989 opening of the newly renovated unit, to serve the needs of residents afflicted with Alzheimer's disease, will afford the Dearness Home with an opportunity to continue to serve this special segment of our population who require a spacious and controlled environment.

Phyllis Thrasher loads her car with meals for seniors as she has done for twenty years as a Meals on Wheels Volunteer.

CITY ENGINEER'S DEPARTMENT

SAFE AND EFFICIENT: STREETS, SIDEWALKS AND SEWERS.

The City Engineer's Department plans, organizes and oversees the City's transportation network and environmental control systems. All activities, coordinated by the City Engineer, D.B. Dutton, include the design, construction and maintenance of: streets, buildings, sidewalks, curbs, gutters, streetlighting, traffic systems, sewers, solid waste, controls, and environmental control.

The divisions of the City Engineer's Department include:

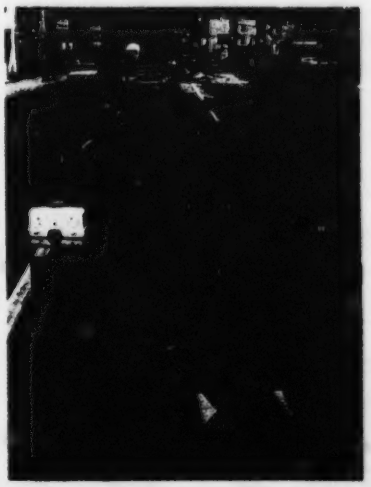
- Mechanical Services
- Maintenance and Operations
- Maintenance and Planning
- Pollution Control
- Traffic and Parking
- Facility Services
- Design and Construction
- Subdivision and Development
- Environmental Control
- Administrative Services

The department also provides technical input for the approval of development projects, maintains all municipal facilities and administers London's animal control program.

IMPORTANCE OF TRAINING

Training of employees in the Engineer's Department has become a vital part of day to day activities. A large pool of employees are trained to safely operate varied pieces of equipment. Drivers in the Engineer's Department are required to pass driving tests with the Training Officer. In 1988, accident costs dropped 40% from the previous year. As well, all employees have been educated in the requirements of WHMIS: the Workplace Hazardous Material Information System.

"Maintaining and repairing London's streets is an essential service overseen by the City Engineer's Department."



MAINTENANCE AND OPERATIONS DIVISION

KEEPING ROADS IN GOOD CONDITION

In an effort to create safe and attractive routes for pedestrians and motorists, the Maintenance and Operations Division manages a number of programs. These include maintenance of road surfaces and shoulders, grass and weed control, bridge maintenance, curb and gutter construction, sidewalk repairs, and winter maintenance of roads and sidewalks within the municipality. The annual budget to provide these services is nearly $10 million.

KEEPING LONDON CLEAN

London is renowned for its cleanliness and the people in the Engineering Department can take credit for a good deal of this reputation. A total of 129,315 tons of residential and commercial garbage was collected in 1988. Slightly over half was delivered to the Energy from Waste Plant at Victoria Hospital with the remainder being disposed of at the W12 A landfill site.

The cost to collect all of this garbage totalled $4,180,531 or $32.33 per ton. These figures translate to $14.66 for every person in the City of London.

The development of improved beat routing (heuristic garbage collection system) was completed but was not fully utilized due to sporadic access availability to the Energy from Waste Plant. The implementation of a residential recycling program is on the agenda for discussion in mid 1989.

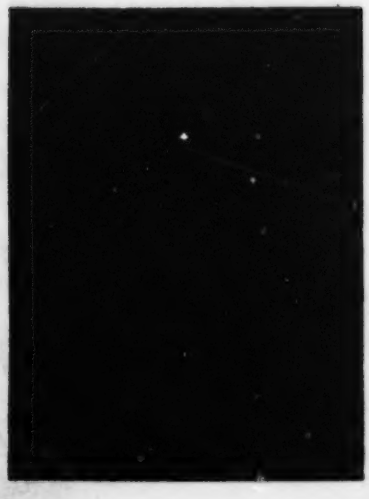
MAINTENANCE AND PLANNING DIVISION

SEWER INVENTORY MAINTENANCE MANAGEMENT SYSTEMS

In 1988, the SIMS project was initiated. SIMS is an acronym for Sewer Inventory Maintenance Management Systems; a five-year project designed to computerize the City's complete sewer system. The Ministry of the Environment is providing funding of up to 50% of the total gross cost of the project, estimated to be in excess of $1,000,000. The complete sewer network, including the maintenance records, inspection records and design details will be maintained through the SIMS computer system.

There was a continued emphasis on sewer cleaning in 1988, and a spill response team was developed to coordinate activities with other divisions, and ensure that legislative responsibilities were met.

A look inside the Energy from Waste Plant.



B.U.D. LOCATE SERVICE

1988 was also the first full year of the B.U.D. (Before you Dig) system. The City and various utility companies operated together to offer a one-call locate service. Contractors and individuals may now learn within 2 hours whether their excavation site is clear of utilities. According to the various utilities and contractors involved, the program is quite successful and helpful. There were 2,084 locate requests in 1988 and as a result there has been a significant decrease in the number of utility damage reports.

MAINTENANCE CONTRACTS

The value of maintenance contracts in 1988 was approximately 5.5 million dollars with almost 90% of this figure completed in-house. In 1988, 2,275 lane-km of streets, 835 km of sanitary sewers, and 706 km of storm sewers and municipal drains were maintained.

POLLUTION CONTROL DIVISION

Construction continued at the Greenway Pollution Control Centre in 1988, to complete the installation of the fluidized-bed incinerator. The Canadian Consulting Engineering Award of Merit for 1988 was presented to MacLaren Engineering Inc. for this installation which represents one of the world's largest fluidized-bed systems. The incinerator, which disposes of sludge from all five City pollution control plants, has run efficiently since its start-up in early 1988.

Construction on a new influent works scrubber at Greenway was also completed, and this has resulted in an effective control of odors from raw sewage entering the treatment plant.

The upgrade and expansion to double the present size of the Oxford Pollution Control Centre was commenced in 1988. A new method of using ultra-violet radiation to treat plant effluent will replace the existing chlorine contact chambers.

A Master Pollution Control Plan, to determine the most effective way of meeting the City of London's present and future sewage treatment needs, was initiated with financial assistance from the Ministry of the Environment.

Work is continuing on the erection of the new offices, lunchroom and washroom at the W12 A landfill site. This building will provide facilities that are needed by the many workers who are required to operate this important solid waste disposal area.

The new program for the collection and disposal of Household Hazardous Waste was expanded to each Saturday in the months of May and September in 1988, providing an opportunity for the residents of London to dispose of unwanted paints, insecticides, solvents and other hazardous wastes.

TRAFFIC AND PARKING DIVISION

COMPUTERIZED TRAFFIC CONTROL SYSTEM

In response to the increase in the number of motorists in London, the computerized traffic control system was expanded in 1988 to include approximately 140 of London's 204 traffic signals. This state-of-the-art system, unique in Canada, utilizes the cable television network to monitor and coordinate the operation of traffic signals automatically.

FACILITY SERVICES DIVISION

Following the move of the London P.U.C. to their new location in August 1987, major renovations in City Hall were completed by the Building Services Divisions. Several major reallocations and reorganizations were accomplished during 1988. Realigned operations may now utilize space allocations more efficiently.

The Building Services Division also provided the supervisory and project management services for the new Tourist Information Centre and the new operations facility at the landfill site.

London traffic on a holiday evening.

CITY CLERK'S DEPARTMENT

The City Clerk's Department is the initial point of contact for both the municipal politician and the general public. City Clerk, K.W. Sadler, oversees the department's statutory and corporate responsibilities which include: secretarial and documentation; corporate support services; assessment and taxation; licensing and vital statistics; and property management through the Property Division.

REVISED RULES FOR 1988 MUNICIPAL ELECTION

The legislation for the 1988 Municipal Election was revised to provide for earlier enumeration and revision periods, the registering of candidates and the mandatory disclosure of campaign contributions and expenses. For the first time, voters were given the opportunity to vote for either English or French school board trustees. Voter turnout was 39.3% of the 208,774 eligible voters, an increase from 35% in 1985.

COMPUTER NETWORKING SYSTEM IS IMPLEMENTED

The City Clerk's Department commenced with the implementation of a personal computer networking system which will allow all computer operators in the department to share information and resources. The installation of such a networking system has and will continue to increase the speed, efficiency and sophistication of the department's word processing program.

PROPERTY DIVISION

The Property Division undertook to update the inventory of all land owned by the City, and by the Upper Thames River Conservation Authority, and produced coloured maps to reflect ownership status. The continued acquisition of flood plain areas will soon allow the Public Utilities Commission to extend its fitness trails along the banks of the Thames River.

LEGAL DEPARTMENT

The City of London's Legal Department, headed by City Solicitor R.A. Blackwell, served by four, full-time assistant solicitors, provides legal services and unique, specialized expertise in the following areas: Administration and Advisory Matters, Advocacy and Labour Relations, Property and Contract Matters.

Recent legislation and judicial decisions have increased the Department's responsibilities and caseload, particularly in the fields of labour relations, civil litigation, administrative tribunal work and municipal by-law prosecutions. During 1988, the professional staff in the Legal Department increased and, to further promote efficient and expedient legal services, the Department's offices are scheduled to be expanded in early 1989.

"Acquisition of flood plain lands allows extension of fitness trails."

FINANCE DEPARTMENT

The Finance Department administers the City of London's monetary resources. Corporate assets are safeguarded by the City Treasurer, S.F. Readings, utilizing sound money management and financial practices and policies implemented through the following Divisions:

- Treasury Services
- Budget Services
- Revenue and Taxation
- Purchasing and Supply
- Insurance and Risk Management

STRENGTH OF LOCAL ECONOMY LEADS TO CURRENT BUDGET SURPLUS

The record levels of development activity throughout the City resulted in increased supplementary taxation and service-related revenues for the Municipality during 1988. Under-expenditures by several civic operations also contributed to the $5 million surplus in the current budget.

LONDON RETAINS ITS Aaa CREDIT RATING

Moody's Investors Service, one of North America's leading credit authorities, confirmed London's Aaa credit rating. The agency's most recent comments include: *"Low debt burden, manageable capital requirements, satisfactory finances and a stable and diverse economy support prime credit quality rating."*

The City of London has held the Aaa rating since 1977: the highest rating a government borrower may receive.

SOUND FINANCIAL MANAGEMENT

DEBT FORMATION REDUCED

During 1988 the municipality reduced reliance on long term debt to finance capital expenditures by increasing funding from current revenues and capital reserve funds. The long term financing policy of the municipality is to achieve balanced financing of major capital projects between current resources and long term debt. It was originally anticipated that this target would be achieved in the year 2004 but it is now expected to be achieved in the year 2000.

TAXES RECEIVABLE POSITION EXCELLENT

The City of London continues to enjoy an excellent taxes receivable position. At year end, 2.7% of the total taxes levied remained outstanding.

Taxes receivable at December 31, 1988 does not include an offset for the balance in the allowance account of $335,000.

INSURANCE/RISK ADMINISTRATION PROGRAM ESTABLISHED

In 1988 Council approved the establishment of an Insurance/Risk Administration Program. The Program is responsible for the effective and economical administration of insurance and risk management for the Corporation.

The program establishes and maintains appropriate financial protection for the Corporation, the public, the Council, and employees from all known risks of operations of the City through such means as risk management, self insurance and insurance policies.

NEW AUTOMATED INVENTORY CONTROL SYSTEM IMPLEMENTED

The Inventory Control System is used in the management of the City's inventory of supplies and materials required in its day to day operations. The new system safeguards the physical assets and helps ensure an adequate supply is on hand when needed.

1988 DEBENTURE ISSUE

The Corporation tendered one debenture issue during 1988 in the amount of $17 million. Of this amount, $15 million was used to finance various municipal capital projects. The remaining $2 million was issued on behalf of the London and Middlesex County Roman Catholic Separate School Board.

The following chart highlights the details of the issue and reflects the City of London's excellent credit standing and market conditions at the time of issuance.

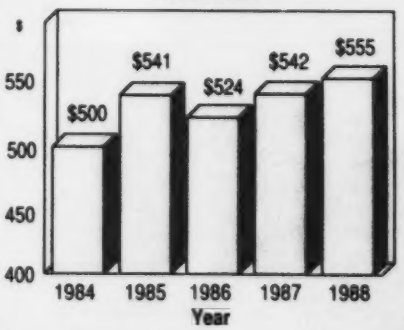
Amount	$17 million
Successful bid	$99.592/$100
Average cost of capital	10.588%
Type	Serial Installment
Term	9 years
Interest payable	10.25%-10.625%

ANALYSIS OF NET LONG TERM LIABILITIES

In recent years, the City of London committed itself to shorter repayment periods on debt issues. Future projections estimate that 70.2% of the net long-term debt of $66,932,922 as at December 31, 1988 will be repaid by December 31, 1993.

Trends in tax supported City debt per household over the past five years are illustrated

TAX-SUPPORTED DEBT PER HOUSEHOLD 1984-1988



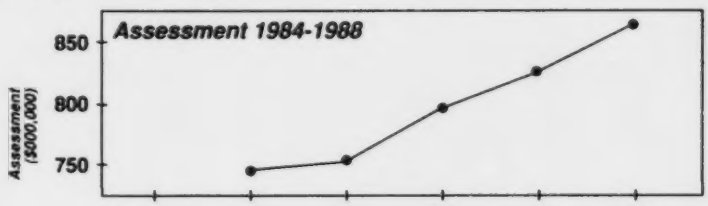
RESERVES AND RESERVE FUNDS

As at December 31, 1988, the Municipality had combined reserves and reserve funds of $53,321,915. These balances represent a net increase of $9,257,019 since December 31, 1987.

For the first time in several years the Urban Growth Capital Works Reserve Fund was not a significant factor in the increase in the balances. Reserves and reserve funds set aside for capital purposes accounted for approximately $6 million of the increase. The reserve fund for debt retirement on industrial land accounted for an additional $2 million as a result of sales of land in the industrial park.

ASSESSMENT

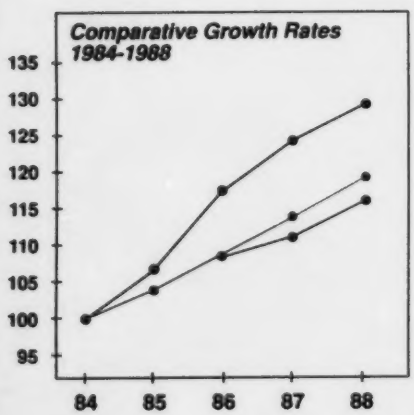
In 1988, the City enjoyed a 3.7% growth in taxable assessment. This figure reflects London's active development market and dynamic local economy.



Total taxable assessment in millions of dollars.	1984	1985	1986	1987	1988
	744	755	793	821	851

MILL RATES

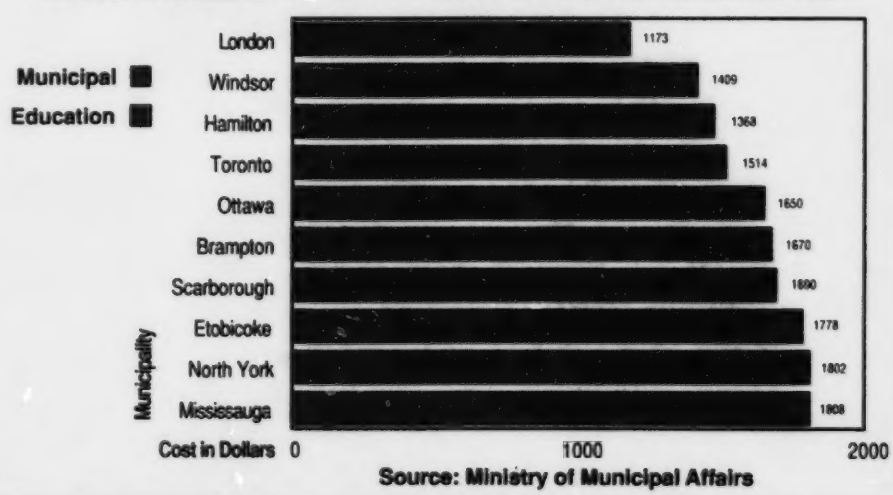
In 1988, the general municipal portion of the residential mill rate increased by 4.5%. This increase demonstrates the efforts of Council and the civic administration to contain mill rate growth at a level below inflation as measured by the Consumer Price Index.



	1984	1985	1986	1987	1988
CPI	100%	104.1%	108.8%	114.3%	119.6%
Residential mill rates					
General municipal	100%	104.1%	108.2%	111.6%	116.7%
Education	100%	106.9%	117.2%	124.3%	129.3%

CPI
General Municipal
Education

COMPARATIVE RESIDENTIAL TAX AND SERVICE CHARGE PER HOUSEHOLD: 1988



Source: Ministry of Municipal Affairs

FIVE YEAR FINANCIAL REVIEW

	1988	1987	1986	1985	1984
TAXABLE ASSESSMENT					
Residential and Farm		$552,666	$532,084	$510,645	$503,832
Commercial and Industrial		186,000	181,246	169,549	166,660
Business		82,172	80,111	75,339	74,459
TOTAL TAXABLE ASSESSMENT		$820,838	$793,441	$755,533	$744,951
MILL RATES					
Residential and Farm					
for General Municipal Purposes		107.96	104.64	100.72	96.72
for School Board Purposes		112.66	106.26	96.85	90.58
Total Residential and Farm		220.62	210.90	197.57	187.30
Commercial and Industrial		259.54	248.11	220.35	206.26
TAX ARREARS					
Percentage of Current Levy		2.5%	2.3%	3.0%	4.6%
NET LONG TERM LIABILITIES					
(U.S. $ Converted at Rate of Exchange at December 31)					
General Municipal		$ 63,498	$ 59,489	$ 59,710	$ 54,106
Municipal Reserve Funds		2,127	2,333	1,959	2,350
		$ 65,625	$ 61,822	$ 61,669	$ 56,456
CHARGES FOR NET LONG TERM LIABILITIES					
General Municipal Activities		$ 14,660	$ 14,940	$ 13,081	$ 13,135
CAPITAL FINANCING DURING THE YEAR					
Contribution From Own Funds		$ 12,312	$ 12,378	$ 10,467	$ 7,281
Net Long Term Liabilities Incurred		14,033	9,150	12,632	6,058
Ontario Grants		7,729	7,980	5,624	6,731
Other		2,663	1,301	1,793	1,513
		$ 36,737	$ 30,809	$ 30,516	$ 21,583
CAPITAL EXPENDITURES DURING THE YEAR		$ 37,675	$ 30,932	$ 27,585	$ 23,244
ACCUMULATED NET REVENUE AT YEAR END		$ 4,226	$ 3,048	$ 3,418	$ 1,809
RESERVES AND RESERVE FUNDS		$ 44,065	$ 31,505	$ 25,650	$ 24,315

Note: All dollar amounts are in thousands of dollars. Certain comparative figures have been reclassified to conform with current financial statement presentation.

THE
CORPORATION OF
THE CITY OF LONDON

CONSOLIDATED STATEMENT OF OPERATIONS

	1987 $
SOURCES OF FINANCING:	
Taxation and user charges	
Residential and farm taxation	124,216,717
Commercial, industrial and business taxation	78,048,345
Taxation from other governments	7,997,901
User charges	26,320,623
Deduct: Amounts received or receivable for school boards	(103,365,713)
	133,217,873
Grants	
Government of Canada	1,728,348
Province of Ontario	70,420,692
Other municipalities	42,488
	72,191,528
Other	
Contribution from developers	10,416,256
Investment income	4,590,734
Sale of land and other assets	1,324,263
Fines, penalties and interest on taxes	2,103,274
Miscellaneous	1,564,868
	19,999,395
Proceeds from the issue of long term liabilities	14,033,334
MUNICIPAL FUND BALANCES AT THE BEGINNING OF THE YEAR	
To be used to offset (or to be recovered from) taxation or user charges	3,048,247
Unexpended capital financing (or capital operations not yet financed)	1,342,215
Total financing available during the year	243,832,592

NOTE TO THE READER

The financial information presented has been extracted from the 1988 Financial Report of the Corporation of the City of London. This Report has been audited by Touche Ross & Co., Chartered Accountants.

BASIS OF FINANCIAL REPORTS

Using guidelines established by the Ministry of Municipal Affairs, the Corporation of the City of London consolidates the operations of the following entities into its Financial Reports.

1. The Board of Commissioners of Police of the City of London
2. London Transit Commission
3. London Public Library Board
4. Centretown Business Improvement Area
5. London Downtown Business Association

As with all Financial Reports, Notes to the Statements form an integral part for a complete understanding of the corporate position. A complete Financial Report is available upon request.

	1987 $
APPLIED TO:	
Current operations	
General government	17,982,971
Protection to persons and property	44,233,579
Transportation services	42,040,734
Environmental services	22,979,656
Health services	1,796,400
Social and family services	40,561,910
Recreation and cultural services	13,987,356
Planning and development	5,385,262
	188,967,868
Capital	
General government	849,384
Protection to persons and property	451,137
Transportation services	17,708,463
Environmental services	15,188,519
Health services	150,000
Social and family services	262,779
Recreation and cultural services	2,275,163
Planning and development	789,227
	37,674,672
Net appropriations to reserves and reserve funds	12,559,984
MUNICIPAL FUND BALANCES AT THE END OF THE YEAR	
To be used to offset (or to be recovered from) taxation or user charges	4,225,996
Unexpended capital financing (or capital operations not yet financed)	404,072
Total applications during the year	243,832,592

CONSOLIDATED BALANCE SHEET

	[redacted]	1987 $
ASSETS		
Unrestricted		
Cash		15,408,359
Taxes receivable		4,889,829
Accounts receivable		6,412,750
Other current assets		2,316,179
Long term receivables		296,225
		29,323,342
Restricted		
Cash		29,193,588
Accounts receivable		138,970
Long term receivables		4,077,536
Investment in own debentures		1,188,856
		34,598,950
Capital outlay financed by long term liabilities and to be recovered in future years		63,443,298
Add unrealized foreign exchange adjustment		2,182,108
		65,625,406
		129,547,698
LIABILITIES		
Accounts payable and accrued liabilities		13,081,868
Other current liabilities		2,145,460
		15,227,328
Net long term liabilities		65,625,406
Contingent liabilities		
FUND BALANCES AT THE END OF THE YEAR		
To be used to offset (or to be recovered from) taxation or user charges		4,225,996
Unexpended capital financing (or capital operations not yet permanently financed)		404,072
Reserves		9,465,946
Reserve funds		34,598,950
		129,547,698

The accompanying notes are an integral part of this financial statement.

TRUST FUNDS

	1987 $
Balance at the beginning of the year	3,694,553
Revenue	
Capital Receipts	3,666,443
Interest Earned	275,486
	3,941,929
Expenditures	
Forgiveness Earned	139,927
Maintenance Payments - Dearness Home	3,258,894
Miscellaneous	590,658
	3,989,479
Balance at the end of the year	3,647,003

BALANCE SHEET AS AT DECEMBER 31, 1988

	1987 $
Assets	
Cash and Short Term Deposits	1,632,875
Accounts Receivable	1,293,108
Investments	721,020
	3,647,003
Liabilities and Equities	
Fund Equity	3,647,003
	3,647,003

CONSOLIDATED SCHEDULE OF RESERVES & RESERVE FUNDS

	1987 $
Balance at the beginning of the year	31,504,912
Revenues	
Contributions from revenue fund	10,038,632
Contributions from capital fund	50,000
Contributions from developers	10,416,256
Investment income	2,481,576
Sale of industrial land	732,465
Other	1,033,717
	24,752,646
Expenditures	
Transfers to capital fund	10,269,774
Transfers to revenue fund	1,922,888
	12,192,662
Balance at the end of the year	44,064,896
Analysed as follows:	
Reserves	
Working capital	4,856,766
Contingencies	3,010,054
Economic growth	456,717
Acquisition of fixed assets	309,089
Workers' compensation	330,801
Transit fare stabilization	202,519
Municipal elections	300,000
Total Reserves	9,465,946
Reserve Funds	
Acquisition of fixed assets	
- Vehicles	6,877,905
- Facilities	5,361,389
Recreational programs & facilities	497,804
Park purposes	2,392,428
Self insurance	1,810,146
Sick leave	1,033,762
Capital grants	1,084,692
Industrial oversizing	1,651,328
Urban growth capital works	12,130,174
Downtown Facade Improvement Program	118,336
Reduction for 1988 Mill Rate	813,418
Miscellaneous property acquisition	—
Flood plain and conservation land	—
Industrial land debt retirement	827,568
Total Reserve Funds	34,598,950
Total Reserves and Reserve Funds	44,064,896